

DD/A Registry
79-0258/7

25 APR 1979

MEMORANDUM FOR: Career Management Officer, DDA
FROM: Assistant for Information, DDA
SUBJECT: Comments on the NAPA Committee Report

DD/A Registry
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1. We believe the NAPA committee did an excellent job in reviewing the Agency personnel system and that its recommendations deserve serious consideration by Agency management. The following are our comments concerning certain portions of the report.

a. On pages 84 and 85 the committee recommended that the DCI/DDCI assert leadership within an essentially decentralized personnel system. We agree that a decentralized system works best for the Agency, with maximum line management involvement in personnel management as recommended on page 86. Within this system the career management officer should continue to play an important role, serving as counselor and objective third party or safety valve when conflicts arise between employees and supervisors. Under the decentralized system, it is essential to have Agency-wide standards to provide a common framework within which the career services carry out their responsibilities.

b. On page 96 the committee recommended improvements in career development programs. The recommendations appear sound and the innovation of Agency-wide occupational systems across career services (p.97) could be beneficial if handled properly. In considering career development programs, the Agency must not forget the importance of attracting individuals of exceptional ability and potential to become the kinds of managers we need. No career development program can succeed without achieving high quality and excellence, first through the selection process and then through meaningful training programs and job assignments. This obviously will require close cooperation between the Offices of Personnel and Training and between them and line management.

c. The committee on pages 98 and 99 recommended better mechanisms to deal with personnel reductions. Whatever the mechanism, the policy and rationale behind it should be clearly understood by all personnel; and those persons affected by a reduction in force, whose performance and proven competence merit retention, should be given opportunity for reassignment elsewhere in the Agency.

d. On pages 100-102 the committee discussed performance evaluations and career panel assessment. We agree with the committee that Dr. Mooney's recommendations concerning promotion panels (p. 101) deserve support. Since firsthand knowledge about those being evaluated is not always possible, as Dr. Mooney recommended, promotion panels should make it a practice to interview each individual under consideration. Panels, therefore, should not be required to evaluate more employees than is reasonable to interview. It also would be valuable for panels to discuss points that need clarifying with the employees' supervisors. All this, of course, should be accomplished before the panels leave the headquarters area for their final deliberations.

e. The committee also made observations and recommendations concerning the Agency regulatory system. On page 11, the committee expressed concern that policy changes have been effected through issuance of regulations without specific DCI/DDCI approval or even awareness. This comment assumes that significant Agency policy is made simply by publishing a regulation. Generally, however, Agency regulations reflect basic policy already established. Moreover, most issues that arise during coordination are not over significant policy changes, but over procedures and at times over component attempts to lessen the impact of policy decisions on their own areas. Certainly many (if not most) regulations get published without being seen by the DCI, but few if any major policy changes are made without DCI or DDCI involvement. On page 107 the NAPA committee recommended that policy issues be clearly identified in the regulations and revised only by the DCI, and that implementing procedures be the responsibility of the DDA or Director of Personnel. In most regulations there is a paragraph titled "Policy." Usually there are other paragraphs that separately incorporate "Responsibilities," "Procedures," and general introductory information. Although it is possible, therefore, to segregate policy from the rest of the material, as a practical matter the paragraphs concerning responsibilities and procedures necessarily support and expand the policy statements in such a manner that they become extensions of the policy statements. Therefore, if the DCI assumes the role of approving policy changes in regulations, he should sign all regulatory revisions, except possibly for cosmetic changes such as updating titles.

2. Considering all the recommendations by the NAPA committee perhaps the single most important is that radical surgery on the CIA personnel system is neither necessary nor desirable, and that changes be implemented with great care. If this admonition is followed, the NAPA committee findings can be of great value to the Agency.

DDA/RCB

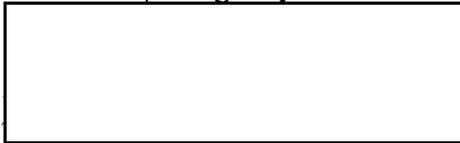
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